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**SUBJECT:** Survey of Intelligence Officers in OSI and ORS on Document Handling Problems

1. The following is a summary of the information presented at the meeting of your "in-basket" committee by the Assistant Management Officer (ID/I Area). The subject survey is a sub-project of the project on OHH and GBI Document Flow and Distribution, and was for the purpose of determining the bearing of volume and document handling procedures upon the work of intelligence officers, including geographers and similar research analysts, and to isolate specific problems for special study.

## 2. Supply

A total of 104 persons were interviewed, including 45 having positions of branch chief or higher, in 43 branches and 18 divisions of OSI and ORR. Recommendations of senior personnel were followed in selecting persons for interview.

## b. Volume

- (1) The volume of intelligence documents received was not found to be a general problem, per se, but varies by individual, branch, and division. The present systems of screening and routing reduce the volume reaching the analysts to the point where those interviewed were practically unanimous in expressing belief that there was no appreciable volume of such material received by them that they felt could be dispensed with as having no bearing on their responsibilities for intelligence production and maintenance.
- (2) Only a few isolated cases were found where there was a substantial amount of material in the "in-basket" to be processed.
- (3) Some concern was expressed by analysts as to receipt of numerous administrative documents although only a small

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proportion of the total volume. (Use of bulletin boards for some of this material, as discussed with your committee, has security implications, and the problem is being explored by the Management Staff with Security and other appropriate officials.) Also a relatively small number of intelligence documents were found which could be eliminated as of little or no value to individual analysts. On the other hand, instances were found where documents of interest to analysts were not being received.

- (4) A number of branch chiefs and deputies were found to be in agreement with their subordinates that volume either was not a burden or was a necessary one associated with research and intelligence maintenance, to be solved where a continuing burden, by the application of additional manpower rather than by the elimination of relevant, though perhaps marginal, material. Some branch and division chiefs were found to be less willing to accept the premise that volume is a necessary problem and have taken steps to further screen and limit internal dissemination. Such supervisors realize that there is some calculated risk involved, but feel that it must be accepted in view of their overall responsibilities not only for research projects but for current intelligence support and crash assignments.

c. Time lags

- (1) Delay in receipt of documents was found to be of much more concern to analysts than volume in its effect on intelligence production and maintenance.
- (2) Although some of the delay is attributable to time lags within OMS and OSI, it is apparent that considerable delay is occasioned before reaching these offices.

d. Miscellaneous problems

Other problems of lesser importance were discovered such as those relating to reproduction and use of GCD reference facilities. The Management Staff is collecting specific examples of reproduction delays for discussion of the problem with IO representatives.

2. Although many of the recommendations for reducing volume and time lags, which were presented to your committee, can be studied and implemented by the offices concerned, the Management Staff is

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available for further advice and assistance as necessary. As agreed upon at the meeting with your committee, where specific studies are required by the Management Staff, they will be integrated into our present schedule of projects. One such study, which is being conducted in the OSI Information Branch, has already eliminated overtime and backlog associated with handling mat-card documents, reduced time of documents to divisions by 1/2 hour per delivery, eliminated filing of mat cards for unclassified documents, reduced space required in safes, and developed several other possibilities for improvement. Consultation with Office of Security, concerning logging of incoming documents, indicates the possibility of eliminating all logging of documents from OCD at the office level - the documents going directly to the divisions.

3. The analysts who worked on the survey as well as myself, greatly appreciate the assistance and cooperation received from you and your committee and the operating personnel in conducting the survey, and trust that it will not only be beneficial in revealing the facts concerning the volume of documents, but will also lead to getting the documents more expeditiously to the analysts producing intelligence from them.

Assistant Management Officer  
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